
 <b>USAID</b> FROM THE AMERICAN PEOPLE	<b>ZIMBABWE LIVESTOCK          FOR ACCELERATED          RECOVERY AND          IMPROVED RESILIENCY          (ZRR)</b>	
--	--	---

**ZIMBABWE LIVESTOCK FOR ACCELERATED RECOVERY AND IMPROVED  
 RESILIENCY (ZRR)**

**PERFORMANCE MANAGEMENT PLAN**

## Contents

Acronyms .....	3
1.0 Program Overview .....	4
Purpose of the PMP .....	4
Guiding Principles for the PMP .....	5
Budgeting for Performance Management .....	5
Criteria for Selecting Performance Indicators .....	5
Critical Assumptions and Risks .....	5
2.0 Results Framework .....	7
3.0 Performance Indicator Reference Sheets .....	8
USAID/OFDA Subsector Goals: .....	8
Project Goal: .....	14
Intermediate Result 1: Increased goat production asset building and improve access to markets by vulnerable households and communities .....	20
Intermediate Result 2: Increased communities' capacity for and practice of sustainable rangeland management .....	29
Intermediate Result 3: Increased capacity of and access to animal health and livestock extension services .....	37
4.0 Annual Performance Data Table (APDT) .....	45
5.0 Performance Management Task Schedule .....	51
6.0 Methodology .....	54
7.0 Evaluation Timeline and Protocol .....	56

## **Acronyms**

ACHM	Africa Centre for Holistic Management
CA	Conservation Agriculture
HM	Holistic Rangeland Management
IR	Intermediate results
M&E	Monitoring and Evaluation
PIRS	Performance Indicator Reference Sheets
PMP	Performance Monitoring Plan
RF	Results Framework
ZRR	Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency

## 1.0 Program Overview

Land O'Lakes Zimbabwe and its sub-partner, Africa Centre for Holistic Management (ACHM), are implementing the Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency (ZRR) project, which will assist targeted vulnerable households in Matabeleland South and Manicaland to reduce vulnerability to both economic and climatic disasters, diversify livelihoods, build assets, and rebuild resiliency to shocks. The proposed strategies and activities will produce concrete results for vulnerable, Zimbabwean smallholder households through:

- Increased productivity and market access of the livestock asset base in vulnerable households and communities;
- Increased communities' capacity for and practice of sustainable rangeland management;
- Increased capacity of and access to animal health and livestock extension services.

Goat distribution, paired with training and support of community-based goat production and improved natural resources management, will provide an opportunity for individual households that are vulnerable to climatic shocks and recovering from economic turmoil to build a sustainable productive asset base. While stressing individual ownership of the productive assets, Land O'Lakes will work to strengthen existing goat marketing groups to solidify community-level engagement, increase market access, improve economic returns to livestock keepers and their communities, and enable efforts to use livestock for proactive environmental restoration through communal herding. Land O'Lakes also proposes to build the foundation for increased access to animal health services through the development of a community-based preventive animal health program that is closely linked to private veterinary and drug suppliers. Building a grassroots animal health network linked to larger private enterprises will improve herd productivity, reduce mortality, and increase the availability of breeding stock in the area. Finally, Land O'Lakes will address the need to improve the natural production base of livestock systems; specifically, this project will build the local capacity and apply Holistic Rangeland Management (HM) techniques to restore degraded farm and rangelands for more resilient and productive forage, feed and fodder resources.

### Purpose of the PMP

The Performance Monitoring Plan (PMP) is an important element in USAID's managing for results programming system. It is a key tool for assessing, managing, and documenting the progress of a project towards achieving objectives. The purpose of this PMP is to establish an integrated Monitoring and Evaluation (M&E) system, which includes economic growth, food security and nutrition performance indicators which will be used to measure results in a timely and efficient manner.

The PMP is designed to:

- Enable collection of timely and consistent performance data.
- Provide a detailed description of the performance indicators that will be tracked.
- Specify the source, method, and schedule for collection of data.
- Assign responsibility for data collection to a specific team or individual.
- Provide justification for selecting the indicators.
- Describe procedures to validate the measured values where necessary.
- Describe plans for data analysis, reporting, review, and use.
- Describe the known data limitations, discuss the significance of data limitations, and propose actions to address the data limitations.

## **Guiding Principles for the PMP**

The Performance Monitoring Plan is an important tool for managing and documenting program performance. It enables timely and consistent collection of comparable performance data, which allows program activity specialists and officers to make informed decisions on the overall management of the program as well as any necessary changes in the program design.

The principles guiding the PMP design and development are:

- *Organizational Learning*: This PMP in its design of data collection, analysis and dissemination of results will help to better understand and disseminate the success factors/best practices.
- *Informed Decision-Making*: The PMP is designed to ensure that management decisions at all levels are informed by the best available information on project performance at specific times in the life of Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency. This will enable the ZRR team to take corrective action when necessary to improve project performance.
- *Valid and Reliable Program Data*: The effectiveness of the PMP as a management tool will depend on access to data that is valid, reliable, and timely. To increase transparency, indicator and data quality assessments will be conducted at least annually to determine any obvious limitations in the quality of the data being collected in the PMP.
- *Communicating Lessons Learned*: An effective PMP should yield information that will enable the project team and partners to communicate the achievements of the project and to share the lessons learned to the key stakeholders.

*Living Reference Document*: The PMP will be a reference to monitor the progress of implementation and to guide the assessment of ZRR results. Thus, the PMP will be reviewed after baseline and annually, or as needed, to ensure that it accurately supports and monitors program implementation. This PMP is not a final product: it must be viewed as a living document requiring further review and changes. As the implementation of the project progresses, limitations to the proposed indicators may emerge. As new challenges and or/new developments – political or otherwise - arise, including shifts in government priorities, the match between the project goal, intermediate results (IRs), and their respective indicators may need to be studied and modified.

## **Budgeting for Performance Management**

Land O'Lakes realizes the value of ensuring a sufficient amount of project resources for M&E performance management activities. Key budget items such as having adequate staff in-country, strong M&E data systems, and resources for surveys and assessments are necessary for successful monitoring and evaluation. In addition to a full-time M&E Specialist in Zimbabwe, oversight and support for performance management comes from the ZRR Chief of Party, with technical assistance from Land O'Lakes Global M&E team based in Nairobi and the United States.

## **Criteria for Selecting Performance Indicators**

To ensure alignment with USAID reporting and effective measurement of project impact and results, the PMP has incorporated applicable USAID OFDA indicators.

## **Critical Assumptions and Risks**

The ability of ZRR to meet its targets and overall objective depends on the following critical assumptions and risks:

- 1) There will not be extraordinary natural, shock-induced food crises, such as a rise in global food prices, beyond that which is expected. A severe crisis would slow the progress of many households' ability to recover their productive capacities;
- 2) There will be sufficient and timely rainfall for field crops and forage production;
- 3) The price of goats will not significantly increase from those stated in the Program Budget;
- 4) Zimbabwe's land tenure laws regarding communal lands will not change during project implementation;
- 5) Zimbabwe's laws regarding vaccination and delivery of animal health services will not change;
- 6) No pandemic disease outbreaks affecting goats will occur during project implementation; and
- 7) Local and regional administrations will continue to grant permission to Land O'Lakes to work in the targeted areas.

### **Performance Management Plan Components**

As per the guidelines contained in the USAID - Performance Management Toolkit, the ZRR Performance Monitoring Plan includes the following sections:

- **Results Framework (RF):** This is a planning, communications and management tool. It includes the goal, objectives and intermediate results necessary to achieve the project's objective. The framework also conveys the development hypothesis implicit in the strategy and the cause and effect linkages between the intermediate results and the objective. It includes any critical assumptions that must hold for the development hypothesis to lead to achieving the objective.
- **Performance Indicator Reference Sheets (PIRS):** These reference sheets contain documentation and an in depth explanation of the indicators that the program uses to track progress of it towards achieving its main objectives. There is one PIRS per indicator, which measures performance at each level of the Results Framework, their data sources, the quality of data available and responsibilities for collection and analysis of the data PIRS assist the team in establishing systems to monitor, evaluate, analyze, review, and report progress performance.
- **Annual Performance Data Table (APDT):** This table consolidates the performance data including baselines and targets into a single table. When implementing the project, actual progress is included.
- **Performance Management Plan M&E Table (PMP):** This is a summary table which provides summary information about the program performance indicators, unit of measure, data source, baseline and target values, method and frequency of data collection, data analysis, and responsible party.
- **M&E Task Schedule:** This chart provides a specific work plan for monitoring and evaluation with activities over the life of the program.

## 2.0 Results Framework

### USAID/OFDA Subsector Goal:

Indicator A: Number of animals benefitting from or affected by livestock activities  
Indicator B: Number of people benefitting from livestock activities  
Indicator C: Number of veterinary interventions, treatments or vaccinations administered  
Indicator D: Number of animals treated or vaccinated

### Project Goal: Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.

Indicator E: Number of individuals participating in disaster risk reduction activities  
Indicator F: Percentage of beneficiary households with improved productive asset base  
Indicator G: Percentage of Female Headed Households with improved productive asset base

**Intermediate Result 1:** Increased goat production asset building and improve access to markets by vulnerable households and communities

**IR1.1:** Number of households trained or receiving technical assistance in goat production and marketing (Output)  
**IR1.2:** Average value of assets (tools, livestock, domestic) in targeted participating households (Impact)  
**IR1.3:** Number of households receiving goats from the project and participating in producer groups (Output)  
**IR1.4:** Number of goat producer groups formed or strengthened (Output)  
**IR1.5:** Proportion of producer group membership comprised of females (Output)  
**IR1.6:** Number of producer groups linked to markets (Output)

**Intermediate Result 2:** Increased communities' capacity for and practice of sustainable rangeland management

**IR2.1:** Number of CLW's trained in farm and sustainable rangeland management techniques (Output)  
**IR2.2:** Number of people trained in improved farm and rangeland management (Output)  
**IR2.3:** Number of grazing management plans developed and utilized by communities (Outcome)  
**IR2.4:** Communities applying improved farm and sustainable rangeland management techniques (Outcome)  
**IR2.5:** Number of hectares (Ha) under improved land management (Outcome)  
**IR2.6:** Percentage of community farmers applying improved farm and sustainable rangeland management techniques (Outcome)

**Intermediate Result 3:** Increased capacity of and access to animal health and livestock extension services

**IR3.1:** Number of CLWs trained (Output)  
**IR3.2:** Percentage of CLWs utilizing their training and skills to train farmers (Outcome)  
**IR3.3:** Number of women responsible for making household decisions in veterinary care and management of their goats (Outcome)  
**IR3.4:** Number of Households served by CLWs (Output)

### **3.0 Performance Indicator Reference Sheets**

#### **USAID/OFDA Subsector Goals:**

**Indicator A:** Number of animals benefitting from or affected by livestock activities

**Indicator B:** Number of people benefiting from livestock activities

**Indicator C:** Number of veterinary interventions, treatments or vaccinations administered

**Indicator D:** Number of animals treated or vaccinated

<b>Project Name:</b> Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator A:</b> Number of animals benefitting from or affected by livestock activities	Performance Data				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	620	3720	1860	6200
<p><b>Precise definition(s):</b> Number of small ruminants, cattle covered by grazing plans or distributed by the project, their offspring, and/or benefitting from or affected by project activities.</p> <p><b>Units of measure:</b> Number</p> <p><b>Disaggregated by:</b> Type of animals: Cattle, goats, other animals</p> <p><b>Justification/Management utility:</b> Promotion of improved husbandry, management techniques, rangeland management and access to animal health services among target farmers will increase production, allow more animals to be marketed, and allow market linkages to be strengthened. The number of animals benefitting from the project is an essential indicator for achievement towards resiliency and better livelihoods.</p> <p><b>Critical Assumption(s):</b> Livestock owners are willing to implement activities based on improved technical knowledge.</p>					
<b>Plan for data collection</b>					
<p><b>Data Collection Method:</b> Baseline survey; sample surveys in target project areas (Farmer Performance Survey). Respondents will be selected by simple random sampling at a significance level of 95% with a significance interval of 5 to achieve a reasonably high precision in estimates. Data will also be collected using a collection tool used by field technicians at periodic field visits (quarterly) and spot check verifications; review of farmer and CLW records.</p> <p><b>Data Source(s):</b> Project records, CLW records, Target households records</p> <p><b>Timing/Frequency of Data Collection:</b> Data will be collected on quarterly basis</p> <p><b>Responsible Organization/Individual(s):</b> M&amp;E Assistant, Field Officers</p> <p><b>Location of Data Storage:</b> Electronic raw data and analyses of survey results including hard copies of questionnaires will be stored by the M&amp;E Specialist in the Land O'Lakes, Harare office. Electronic copies will be stored on IMPACT database.</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by quarter and year; current quarter compared to previous quarter, current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year; Life of Activity achievement compared to Life of Activity target.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted quarterly, semi-annually and annually in respective reports</p>					

<b>Data Quality Issues</b>
<p><b>Data Quality Assessment:</b> Data quality assessment will be conducted semi-annually</p> <p><b>Known Data Limitations and Significance (if any):</b> Discrepancies arising from sampling, design errors and inaccurate farmer and CLW records</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Ensuring the required sample is met and experienced enumerators are engaged. Training of farmers and CLWs on capturing accurate records</p>

<b>Project Name:</b> Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator B:</b> Number of people benefiting from livestock activities	Performance Data				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	1240	3720	1240	6200
<p><b>Precise definition (s):</b> Total number of people trained, receiving services from those trained or receiving goats. Beneficiaries include the household members from households where at least one member participates in trainings where knowledge or skills in goat management practices are imparted, and the households that receive goats. This indicator will provide cumulative number of individuals benefitting from the project's goat distributions, in addition to households of those receiving training in rangeland management and receiving services from the CLWS.</p> <p><b>Units of measure:</b> Number</p> <p><b>Disaggregated by:</b> Age and gender (boys and girls under 18 years of age, and men and women 18 years of age or older)</p> <p><b>Justification/Management utility:</b> This indicator tracks access and equitable access to services in targeted area. The project will target farmers for distribution of goats, technical support and market linkage facilitation. Project activities include farmer trainings goat production, breeding, housing, disease control, nutrition and marketing. The participation of target individuals is crucial for achieving improved livelihoods; this includes households and individuals covered under the rangeland management plans and also households whose livestock is treated and vaccinated by the CLWs.</p> <p><b>Critical Assumption (s):</b> All selected households actively participate in project activities</p>					
<b>Plan for data collection</b>					
<p><b>Data Collection Method:</b> Data will be collected using a data collection tool used by field technicians at periodic field visits and spot check verifications; review of farmer and CLW records.</p> <p><b>Data Source(s):</b> Attendance registers and delivery notes</p> <p><b>Timing/Frequency of Data Collection:</b> Data will be collected monthly</p> <p><b>Responsible Organization/Individual(s):</b> Project Manager &amp; Field Officers</p> <p><b>Location of Data Storage:</b> Hard copies of attendance registers, CLW records and livestock contracts will be stored at the Land O'Lakes office in Harare. Electronic records of beneficiaries will be stored on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Cumulative numbers of persons attending training, receiving products/services as a result of the project without double counting compared to the quarterly and annual targets.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted quarterly and annually in appropriate reports</p>					
<b>Data Quality Issues</b>					
<p><b>Data Quality Assessment:</b> Data quality assessment will be conducted semi-annually</p> <p><b>Known Data Limitations and Significance (if any):</b> Difficulties in eliminating double counting.</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Use of a web based data management system (IMPACTS)</p>					

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
Performance Indicator C: Number of veterinary interventions, treatments or vaccinations administered	Performance Data (Target)				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	0	1200	800	2000
<p><b>Precise definition:</b> Veterinary interventions, treatments and vaccinations refer to a specific type of veterinary service provided to animals to improve their health. CLWs will work on treatment outreach, including timely livestock dip campaigns and clinics to control ticks and tick-borne diseases; vaccinations of goats to prevent clostridial diseases such as tetanus, black leg, or enterotoxemia; and strategic de-wormings. Each individual treatment in each category is counted as one veterinary intervention. ZRR will report the total number of such sessions in a reporting period.</p> <p><b>Unit of Measure:</b> Number.</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> The project will work in the Veterinary Medicines and Vaccines subsector by training CLWs to provide animal health and extension services to goat producer groups and other livestock producers in the target communities. The CLWs will provide trainings in goat disease management such as disease identification, treatment and vaccinations. These interventions will lead to healthy herds attractive in the market for sale.</p> <p><b>Critical Assumption (s):</b> CLWs provide accurate information</p>					
<b>Plan for Data Collection</b>					
<p><b>Date Collection Method:</b> Farmer records, CLW visits; field officer data collection tools and reports</p> <p><b>Data Source(s):</b> CLWs records, farmer records</p> <p><b>Timing/Frequency of Data Collection:</b> Monthly</p> <p><b>Responsible Organization/Individual(s):</b> Field Officers, M&amp;E Assistant</p> <p><b>Location of Data Storage:</b> Electronic and hard copies will be stored by the Land O'Lakes Harare office. A centralized backup system will be created on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Cumulative compilation of training records per month, quarter and year.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in Quarterly and Annual reports</p>					
<b>Data Quality Issues</b>					
<p><b>Initial Data Quality Assessment:</b> After submission of initial data</p> <p><b>Known Data Limitations and Significance (if any):</b> Challenges in record keeping by CLWs</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Project will provide forms and train the CLWs on accurate record keeping practices</p>					

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator D:</b> Number of animals treated or vaccinated.	Performance Data (Target)				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	0	900	600	1500
<p><b>Precise definition:</b> The number of animals treated or vaccinated is the number of goats which have been vaccinated by the CLWs for preventable diseases.</p> <p><b>Unit of Measure:</b> Whole number</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> Preventative and proactive treatments are necessary for the rebuilding of a fragile livestock sector. Disease outbreaks that result in death and lost production (poor animal condition) cause financial losses for smallholders, in addition to the cost of replacing valuable farm-level inputs. CLWs, with the support of private-sector veterinarians and Land O'Lakes staff, will work with goat producer groups and livestock owners to develop treatment projects, including timely livestock dip campaigns and clinics to control ticks and tick-borne diseases; vaccinations of goats to prevent clostridial diseases such as tetanus, black leg, or enterotoxanemia; and strategic de-wormings.</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> During visitation by CLWs; farmers records; Vaccination records (VA)</p> <p><b>Data Source(s):</b> Target households, CLWs</p> <p><b>Timing/Frequency of Data Collection:</b> Monthly</p> <p><b>Responsible Organization/Individual(s):</b> Field Officers and M&amp;E Assistant</p> <p><b>Location of Data Storage:</b> Hard copies of attendance registers will be stored at the Land O'Lakes office in Harare. Electronic records will be stored on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by quarter and year; current quarter compared to previous quarter, current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year; Life of Activity achievement compared to Life of activity target.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in quarterly and annual reports</p>					
<b>Data Quality Issues</b>					
<p><b>Initial Data Quality Assessment:</b> After submission of initial data</p> <p><b>Known Data Limitations and Significance (if any):</b> Challenges in record keeping by CLWs</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Program will provide forms and train the CLWs on accurate record keeping practices</p>					

**Project Goal: Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.**

Indicator E: Number of individuals participating in disaster risk reduction activities

Indicator F: Percentage of beneficiary households with improved productive asset base

Indicator G: Percentage of female headed households with improved productive asset base

<b>Project Name:</b> Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator E:</b> Number of individuals participating in disaster risk reduction activities	Performance Data				
	Baseline FY12	Target FY12	Target FY13	Target FY14	LOP
	0	1240	3720	1240	6200
<p><b>Precise definition(s):</b> ZRR will report total number of household members of farmers belonging to goat producer groups who attend and are trained in at least 50% of the goat management courses in the project life, are receiving services from those trained or have received goats. Beneficiaries will include all household members in households where at least one individual participates in trainings where knowledge or skills in goat management practices are imparted, as well as those that benefit by receiving goats and other services as provided by the project. This indicator reports the same individuals counted by Performance Indicator B.</p> <p><b>Units of measure:</b> Number</p> <p><b>Disaggregated by:</b> By Age and gender (Boys and girls under 18 years of age; men and women 18 years of age or older)</p> <p><b>Justification/Management utility:</b> This indicator tracks access and equitable access to services in targeted area. The project will target farmers for distribution of goats, technical support and market linkage facilitation. Project activities include farmer trainings goat production, breeding, housing, disease control, nutrition and marketing. The participation of target individuals is crucial for achieving all project objectives. Therefore, the number of individuals participating in disaster risk reduction activities is an important performance indicator in the project.</p> <p><b>Critical Assumption (s):</b> All selected households actively participate in project activities</p>					
<b>Plan for data collection</b>					
<p><b>Data Collection Method:</b> Data will be collected using a data collection tool used by field technicians at periodic field visits and spot check verifications; review of farmer and CLW records.</p> <p><b>Data Source(s):</b> Attendance registers and delivery notes</p> <p><b>Timing/Frequency of Data Collection:</b> Monthly</p> <p><b>Responsible Organization/Individual(s):</b> Project Manager &amp; Field Officers</p> <p><b>Location of Data Storage:</b> Hard copies of attendance registers, CLW records and livestock contracts will be stored at the Land O'Lakes office in Harare. Electronic records of beneficiaries will be stored on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Cumulative numbers of persons attending training, receiving products/services as a result of the project without double counting compared to the quarterly and annual targets.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review</p> <p><b>Reporting of Data:</b> Submitted quarterly and annually in appropriate reports</p>					
<b>Data Quality Issues</b>					
<p><b>Data Quality Assessment:</b> Data quality assessment will be conducted semi-annually</p> <p><b>Known Data Limitations and Significance (if any):</b> Difficulties in eliminating double counting.</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Use of web based data management system (IMPACTS)</p>					

Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator F:</b> Percent of beneficiary households with improved productive asset base	Performance Data (Target)				
	<i>Baseline</i>	<i>Target FY 12</i>	<i>Target FY13</i>	<i>Target FY14</i>	<i>LOP</i>
	0	0	20%	60%	60%
<p><b>Precise definition:</b> Proportion of benefitting households with an improved productive asset base out of the total number of households surveyed. Any physical asset that a household uses directly in the production of food, or income is referred to as a Productive Asset. ZRR will value all types of livestock (including animals not promoted by this project, such as poultry and oxen), a scotch cart, plough, ripper, harrow, cultivator, and tractor. This list may not be exhaustive and additional assets used will be included in the PMP during review.</p> <p><b>Unit of Measure:</b> Percentage</p> <p><b>Disaggregated by:</b> Type of household (dual-headed, female-headed, male headed)</p> <p><b>Justification/Management Utility:</b> The project will undertake activities focused on improving goat production and marketing in the target areas. The goal of the intervention is to improve livelihoods and ability to generate income, which will be partially evident in the form productive assets which the household acquire. In addition, it is anticipated that enhanced veterinary services and other project benefits will not only protect livestock promoted by this project, but also other animals. Thus the total value of the productive assets acquired and owned by the household is a key performance indicator in the project.</p> <p><b>Critical Assumption (s):</b> Targeted households do not sell productive assets due to food security, income and weather shocks</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Baseline survey; sample surveys in target project areas (Farmer Performance Survey). Respondents will be selected by simple random sampling at a significance level of 95% with a significance interval of 5 to achieve a reasonably high precision in estimates. Data will also be collected using a data collection tool used by field technicians during periodic field visits (quarterly) and spot check verifications; review of farmer and CLW records.</p> <p><b>Data Source(s):</b> Project records, Target households records, baseline and post-intervention surveys</p> <p><b>Timing/Frequency of Data Collection:</b> Data will be collected at baseline, mid-term review and end of project</p> <p><b>Responsible Organization/Individual(s):</b> M&amp;E Assistant</p> <p><b>Location of Data Storage:</b> Electronic raw data and analyses of survey results including hard copies of questionnaires will be stored by the M&amp;E Specialist in the Land O'Lakes, Harare office. Electronic copies will be stored on IMPACTS database.</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by year; current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p>					

<b>Reporting of Data:</b> Submitted semi-annual and annual reports
<b>Data Quality Issues</b>
<b>Initial Data Quality Assessment:</b> Assessment will occur after receiving initial data <b>Known Data Limitations and Significance (if any):</b> None <b>Action Taken or Planned to Address Data Limitations:</b> None

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency							
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.						
<b>Performance Indicator: G:</b> Percent of Female headed beneficiary households with improved productive asset base			Performance Data (Target)				
			<i>Baseline FY 12</i>	<i>Target FY12</i>	<i>Target FY13</i>	<i>Target FY14</i>	<i>LOP</i>
			0	0	20%	60%	60%
<b>Precise definition:</b> Proportion of female headed beneficiary households with an improved productive asset base out of the total number of households surveyed. Any physical asset which a household engages directly in the production of food, or income is referred to as a Productive Asset. ZRR will value all types of livestock (including animals not promoted by this project, such as poultry or oxen), a scotch cart, plough, ripper, harrow, cultivator, and tractor. This list may not be exhaustive and additional assets used will be included in the PMP during review.							
<b>Unit of Measure:</b> Percentage							
<b>Disaggregated by:</b> None							
<b>Justification/Management Utility:</b> The project will undertake activities focused on improving goat production and marketing in the target areas. Land O’ Lakes has a deliberate policy to encourage women’s participation in project activities, as women make up the most economically disadvantage group. For ownership of a productive asset, the target for the project is 60%. This measures women’s livelihoods and their ability to generate income; improvements will be partially evident in the form productive assets which women acquire. Thus the total value of the productive assets acquired and owned by the household is a key performance indicator in the project.							
<b>Critical Assumption (s):</b> Targeted households do not sell productive assets due to food security, income and weather shocks.							
<b>Plan for Data Collection</b>							
<b>Data Collection Method:</b> Baseline survey; sample surveys in target project areas (Farmer Performance Survey). Respondents will be selected by simple random sampling at a significance level of 95% with a significance interval of 5 to achieve a reasonably high precision in estimates. Data will also be collected using a data collection tool used by field technicians during periodic field visits (quarterly) and spot check verifications; review of farmer and CLW records.							
<b>Data Source(s):</b> Project records, Target households records, baseline and post –intervention surveys							
<b>Timing/Frequency of Data Collection:</b> Data will be collected at baseline, mid-term review and end of project							
<b>Responsible Organization/Individual(s):</b> M&E Assistant							
<b>Location of Data Storage:</b> Electronic raw data and analyses of survey results including hard copies of questionnaires will be stored by the M&E Specialist in the Land O’Lakes, Harare office.							

Electronic copies will be stored on IMPACTS database.
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by year; current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted semi-annual and annual reports</p>
<b>Data Quality Issues</b>
<p><b>Initial Data Quality Assessment:</b> Assessment will occur after receiving initial data</p> <p><b>Known Data Limitations and Significance (if any):</b> None</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> None</p>

**Intermediate Result 1: Increased goat production asset building and improve access to markets by vulnerable households and communities**

**IR1.1:** Number of households trained or receiving technical assistance in goat production and marketing (Output)

**IR1.2:** Average value of assets (tools, livestock, domestic) in targeted participating households (Impact)

**IR1.3:** Number of households receiving goats from the project and participating in producer groups (Output)

**IR1.4:** Number of goat producer groups formed or strengthened (Output)

**IR 1.5** Proportion of producer group membership comprised of females (Output)

**IR1.6:** Number of producer groups linked to markets (Output)

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency				
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.			
<b>Performance Indicator IR1.1:</b> Number of households trained or receiving technical assistance in goat production and marketing	Performance Data (Target)			
	Baseline	Target FY12	Target FY13	Target FY14
	0	400	1200	400
<p><b>Precise definition:</b> Number of households receiving training and technical assistance in goat rearing, production, husbandry, marketing and extension services. A household is counted if at least one member attends 50% of the training sessions. For the purposes of this project, technical assistance is defined as the systematic presentation of the dissemination of information on the management, financial, husbandry skills critical for profitable farming prepared in advance and specifically addressing current obstacles to production.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> Gender of head of household (Male- , female- and dual-headed households)</p> <p><b>Justification/Management Utility:</b> This indicator measures the project's progress in improving smallholder goat productivity. The project will undertake trainings focused on goat housing construction and maintenance, preventive health care, animal nutrition and marketing and rangeland management. Training will include theory, exchange visits, hands-on demonstrations, field visits and workshops. To train farmers in marketing, the project will arrange meetings between traders and producer groups, guide farmers in trade terms negotiations as well as identify and develop alternative markets. These trainings will result in individuals practicing goat-rearing practices that are healthy for their goats and the environment, as well as improved income from success in goat marketing.</p>				
<b>Plan for Data Collection</b>				
<p><b>Data Collection Method:</b> Collected by Project Facilitators and CLWs during training using Attendance Registers.</p> <p><b>Data Source(s):</b> Farmers being trained.</p> <p><b>Timing/Frequency of Data Collection:</b> Monthly and every time there is training.</p> <p><b>Responsible Organization/Individual(s):</b> M&amp;E Assistant, field officers</p> <p><b>Location of Data Storage:</b> Hard copies of attendance registers will be stored at the Land O'Lakes office in Harare. Electronic records will be stored on the IMPACTS database</p>				
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>				

**Data Analysis:** Descriptive statistics and comparative analyses by quarter and year; current quarter compared to previous quarter, current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year; Life of Activity achievement compared to Life of Activity target.

**Presentation of Data:** Actual data compared monthly, quarterly and annually with planned targets.

**Review of Data:** M&E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data

**Reporting of Data:** Submitted in Quarterly and Annual reports

#### **Data Quality Issues**

**Initial Data Quality Assessment:** After receipt of initial data

**Known Data Limitations and Significance (if any):** Double counting

**Action Taken or Planned to Address Data Limitations:** ZRR will use a web-based data base management system ( IMPACTS database)

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency				
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.			
<b>Performance Indicator IR1.2:</b> Average value of assets (tools, livestock, domestic) in targeted participating households	Performance Data (Target) <sup>1</sup>			
	<i>Baseline</i>	<i>Target FY12</i>	<i>Target FY13</i>	<i>Target FY14</i>
	TBD	TBD	TBD	TBD
<p><b>Precise definition:</b> The indicator measures the average of the aggregated value of productive assets (all livestock types including those not promoted by the project, a scotch cart, plough, ripper, harrow, cultivator, tractor, and oxen) during the project's 2 year period by summing up the value of assets at baseline year 1 and total assets in year 2 divided by the 2 years.</p> <p>This indicator is related to Performance Indicator F: "Percent of beneficiary households with improved productive asset base", and is the basis on which it will be estimated.</p> <p><b>Unit of Measure:</b> US\$</p> <p><b>Disaggregated by:</b> Total Value, Gender of household head (Male, Female and dual headed household)</p> <p><b>Justification/Management Utility:</b> The project will undertake activities focused on improving goat production and marketing in the target areas. The goal of the intervention is to improve livelihoods leading and resilience whose impact will be partially evident in the form productive assets which the household acquire. Thus the total value of the productive assets acquired and owned by the household is a key performance indicator in the project. As beneficiaries adopt project-promoted practices and increase their incomes, it is anticipated that they will invest in additional productive assets that will make them more resilient to shocks, and assure their productive capacity over time. In addition, enhanced veterinary service delivery will ensure that animals other than those promoted by the project will benefit.</p>				
<b>Plan for Data Collection</b>				
<p><b>Data Collection Method:</b> Baseline survey; sample surveys in target project areas (Farmer Performance Survey). Respondents will be selected by simple random sampling at a significance level of 95% with a significance interval of 5 to achieve a reasonably high precision in estimates. Data will also be collected using a data collection tool used by field technicians at periodic field visits (quarterly) and spot check verifications; review of farmer and CLW records.</p> <p><b>Data Source(s):</b> Project records, Target households records, baseline and post-intervention surveys</p> <p><b>Timing/Frequency of Data Collection:</b> Data will be collected at baseline, mid-term review and end of project</p> <p><b>Responsible Organization/Individual(s):</b> M&amp;E Assistant</p> <p><b>Location of Data Storage:</b> Electronic raw data and analyses of survey results including hard copies of questionnaires will be stored by the M&amp;E Specialist in the Land O'Lakes, Harare office. Electronic copies will be stored on IMPACTS database.</p>				
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>				

<sup>1</sup> Performance data targets for this indicator will be set after the baseline survey is completed. Indicator will be expressed as a dollar amount over baseline value.

**Data Analysis:** Descriptive statistics and comparative analyses by year; current year compared to baseline year; mid-term achievement compared to mid-term target; current year compared to target of current year

**Presentation of Data:** Tables, charts, and narrative explanation

**Review of Data:** M&E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data

**Reporting of Data:** Submitted semi-annual and annual reports

#### **Data Quality Issues**

**Initial Data Quality Assessment:** Assessment will occur after receiving initial data

**Known Data Limitations and Significance (if any):** None

**Action Taken or Planned to Address Data Limitations:** None

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency				
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.			
<b>Performance Indicator IR1.3:</b> Number of households receiving goats from the project & participating in producer groups.	Performance Data (Target)			
	Baseline	Target FY12	Target FY13	Target FY14
	0	0	600	0
<b>Precise definition:</b> Number of households that have received goats from the project. Such recipient households should belong to farmer groups called <i>Goat Producer Groups</i> and attend at least 75% of the group activities facilitated by the project. <b>Unit of Measure:</b> Number <b>Disaggregated by:</b> Gender of head of household (male, dual & female headed) <b>Justification/Management Utility:</b> The project will procure improved he-goats and local female goats for distribution to farmers. As evidence of project resource utilization, households receiving goats from the project will be carefully recorded and counted; the records which include livestock contracts and goat delivery notes will also enable the project to target interventions at the intended beneficiaries so as to enhance achievement of results. The number of households receiving goats from the project and participating in producer groups is an important performance indicator. Distribution of goats to households will enhance their income-earning potential, and thus provide a much-needed productive asset to poor households. This will also provide a basis for attributing project outcomes and impacts to goats distributed by the project.				
<b>Plan for Data Collection</b>				
<b>Data Collection Method:</b> Data will be collected during distribution of the goats using Agreement Contracts <b>Data Source(s):</b> Recipient households <b>Timing/Frequency of Data Collection:</b> Quarterly and records kept during goat distribution <b>Responsible Organization/Individual(s):</b> M&E Assistant and Field Officers <b>Location of Data Storage:</b> Hard copies of attendance registers, CLW records and livestock contracts will be stored at the Land O'Lakes office in Harare. Electronic records of beneficiaries will be stored on the IMPACTS database				
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>				
<b>Data Analysis:</b> Count of number of recipient households. <b>Presentation of Data:</b> Tables, charts and narrative statements <b>Review of Data:</b> M&E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data <b>Reporting of Data:</b> Quarterly				
<b>Data Quality Issues</b>				
<b>Initial Data Quality Assessment:</b> After initial presentation. <b>Known Data Limitations and Significance (if any):</b> None <b>Action Taken or Planned to Address Data Limitations:</b> None				

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR1.4:</b> Number of goat producer groups formed or strengthened	Performance Data (Target)				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	5	5	0	10
<p><b>Precise definition:</b> The project will reach out to the target group through Goat Producer Groups. A producer group is a group of farmers either formal or informal whose objectives are focused on enhancing production of a known farm commodity. In the project, a Producer Group refers to a group of farmers whose objectives center on production and marketing of goats. A functioning Goat Producer Group is one which is either registered or has defined, paid members and defined Executive Members, who are elected by group members to perform executive functions for a defined period of time. Producer groups counted will include 30% women in their management committee to ensure that the women are well represented.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> The project will facilitate formation of goat producer groups or work with already existing groups. Trainings will focus on goat management, goat housing construction and maintenance, preventive health care, animal nutrition, and development of grazing and breeding plans. Further, the project will train the groups in business development to strengthen the goat marketing groups to make them stronger and more commercially and member oriented. The producer groups will also have at least 30% women in their executive committees to make sure that women are well represented. Working through groups, the project will reach a larger number of beneficiaries and create a means by which group members can benefit from economies of scale in input purchases, as well as build access to markets for sales.</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Baseline Producer group assessment, Training Attendance registers</p> <p><b>Data Source(s):</b> Goat Producer Groups.</p> <p><b>Timing/Frequency of Data Collection:</b> Quarterly</p> <p><b>Responsible Organization/Individual(s):</b> Business Development Officer</p> <p><b>Location of Data Storage:</b> Records of producer groups assisted will be stored at the Land O'Lakes office in Harare. Electronic records will be stored on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Comparative analysis by comparing consecutive periods (quarterly) against targets using the Performance Matrix (PM2)</p> <p><b>Presentation of Data:</b> Actual data compared quarterly and annually.</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in Quarterly and Annual reports to OFDA</p>					
<b>Data Quality Issues</b>					
<p><b>Initial Data Quality Assessment:</b> After receiving the initial data</p> <p><b>Known Data Limitations and Significance (if any):</b> None</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> None</p>					

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR 1.5:</b> Proportion of producer group membership comprised of females	Performance Data (Target)				
	FY12 baseline	Target FY12	Target FY13	Target FY14	LOP
	TBD	20%	30%	30%	30%
<p><b>Precise definition:</b> 'Producer group' refers to goat producer groups. These groups consist of both males and females. The 'proportion of producer group membership comprised of females' is the number of members of a <b>functional</b> goat producer group who are female.</p> <p><b>Unit of Measure:</b> Percentage</p> <p><b>Disaggregated by:</b> Gender</p> <p><b>Justification/Management Utility:</b> Land O'Lakes has a deliberate policy to promote gender equality and female empowerment, and sees efforts to reduce constraints and thus encourage women's participation in project activities as a means of accomplishing these objectives. The women targeted are an economically disadvantaged group; for participation, the target for the project is 30%. When scheduling training, the project will take into consideration women's availability to participate at various times of day. The performance indicator 'proportion of producer memberships comprised of females' is important in guiding the project gender mainstreaming and ensuring that the benefits reach the most vulnerable households in the target group. This performance indicator is also important in determining the extent to which women's voices are heard in the decision-making processes in the producer groups.</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Group Assessment Exercise using the Group Profile Form</p> <p><b>Data Source(s):</b> Goat producer groups; farmers</p> <p><b>Timing/Frequency of Data Collection:</b> Quarterly</p> <p><b>Responsible Organization/Individual(s):</b> Business Development Specialist</p> <p><b>Location of Data Storage:</b> Hard copies of attendance registers will be stored at the Land O'Lakes office in Harare. Electronic records will be stored on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by quarter and year; current quarter compared to previous quarter, current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year; Life of Activity achievement compared to Life of Activity target.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in quarterly and Annual reports</p>					
<b>Data Quality Issues</b>					
<p><b>Initial Data Quality Assessment:</b> After initial presentation of data.</p> <p><b>Known Data Limitations and Significance (if any):</b> None</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> None.</p>					

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
Performance Indicator IR1.6: Number of goat producer groups linked to markets	Performance Data (Target)				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	0	4	6	10
<p><b>Precise definition:</b> This indicator measures the improvement in the marketing channel of goats. Linking the goat producer groups to formal markets will entail exploring the different market channels that the goat producer groups can take part in instead of marketing their goats in an unorganized and erratic manner. ZRR will report the number of goat producer groups that market through formal channels as a result of program activities.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> The project will facilitate formal marketing channels for goat producer groups to protect the farmers from exploitation by merchants and agents who ask for sub-economic prices. The project will work to strengthen these goat marketing groups to make them stronger, more commercially viable and member oriented. The project will also focus on the rehabilitation of existing infrastructure (e.g. goat auction pens) and establish market linkages. Development of market linkages that provide income through sales will ensure that group members earn sufficient incomes to fund their on-going activities, and/or to invest in additional productive assets.</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Review of goat producer group marketing records; review of program records</p> <p><b>Data Source(s):</b> Goat Producer Groups.</p> <p><b>Timing/Frequency of Data Collection:</b> Quarterly</p> <p><b>Responsible Organization/Individual(s):</b> Business Development Officer</p> <p><b>Location of Data Storage:</b> Hard copies of attendance registers will be stored at the Land O'Lakes office in Harare. Electronic records will be stored on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Comparative analysis by comparing consecutive periods (quarterly) against targets</p> <p><b>Presentation of Data:</b> Actual data compared quarterly and annually.</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in Quarterly and Annual reports to OFDA</p>					
<b>Data Quality Issues</b>					
<p><b>Initial Data Quality Assessment:</b> After receiving the initial data</p> <p><b>Known Data Limitations and Significance (if any):</b> None</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> None</p>					

**Intermediate Result 2: Increased communities' capacity for and practice of sustainable rangeland management**

**IR2.1:** Number of CLW's trained in farm and sustainable rangeland management techniques (Output)

**IR2.2:** Number of people trained in improved farm and rangeland management techniques (Output)

**IR2.3:** Number of grazing management plans developed and utilized by communities (Outcome)

**IR2.4:** Communities applying improved farm and sustainable rangeland management techniques (Outcome)

**IR2.5:** Number of hectares (Ha) under improved land management (Outcome)

**IR2.6:** Percentage of community farmers applying improved farm and sustainable rangeland management techniques (Outcome)

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR2.1:</b> Number of Community Livestock Workers (CLWs) trained in farm and sustainable range management techniques.	Performance Data (Target)				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	0	50	0	50
<p><b>Precise definition:</b> CLWs are farmers identified in the target communities who will attend training facilitated by an established private sector animal health input and service provider, typically located in larger commercial centers. This indicator will report the number of individuals that have gone through the CLW course and trained in rangeland management by ACHM master trainers.</p> <p><b>Unit of Measure:</b> Whole number</p> <p><b>Disaggregated by:</b> Gender</p> <p><b>Justification/Management Utility:</b> The project targets to train 50 CLWs in rangeland management during the Life of Activity. The project will involve experienced Africa Centre for Holistic Management (ACHM), project staff and ACHM trained master trainers in training the CLWs. The CLWs will train all goat producer group members in basic rangeland management and husbandry techniques to improve productivity, including community-based grazing and rangeland planning. Number of CLWs trained in sustainable range management is an indicator of knowledge dissemination and livestock rearing best practices.</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Training and workshop attendance lists</p> <p><b>Data Source(s):</b> CLWs, ACHM trained master trainers</p> <p><b>Timing/Frequency of Data Collection:</b> Every time a training is conducted</p> <p><b>Responsible Organization/Individual(s):</b> Africa Center for Holistic Management (ACHM) and Project Manager</p> <p><b>Location of Data Storage:</b> Hard copies of attendance registers will be stored at the Land O Lakes office in Harare. Electronic records will be stored on the IMPACTS database.</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Cumulative lists of farmers attending trainings</p> <p><b>Presentation of Data:</b> Progress compared with targets in tables and charts and in the narrative of the interpretation of the actual data.</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in Quarterly and annual reports</p>					
<b>Data Quality Issues</b>					
<p><b>Initial Data Quality Assessment:</b> After initial data submission</p> <p><b>Known Data Limitations and Significance (if any):</b> Missing filling of attendance registers</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Bound booklets of attendance registers</p>					

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR2.2:</b> Number of people trained in improved farm and rangeland management techniques	Performance Data (Target)				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	1240	3720	1240	6200
<p><b>Precise definition:</b> ZRR will report number of people trained in farm and rangeland management techniques. Those counted will be farmers belonging to goat producer groups trained in at least 50% of the rangeland management courses in the project life of activity and master trainers trained by ACHM.</p> <p><b>Unit of Measure:</b> Whole Number</p> <p><b>Disaggregated by:</b> Gender, Type of Training (Master trainers/farmers)</p> <p><b>Justification/Management Utility:</b> The project, through the Africa Centre for Holistic Management (ACHM), will conduct a Training of Trainers (ToTs) in Rangeland Management for project staff and community representatives. The master trainers will instruct key farmers and CLWs on Holistic Management techniques that can restore the health of damaged rangelands, ensuring their sustainability and profitability. The aim is to build range resiliency and improve productivity, while providing community livestock owners with the tools and knowledge to effectively and sustainably manage resources. In measuring process, 'Number of farmers trained in farm and rangeland management techniques' is an important performance indicator of this improved resiliency.</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Attendance registers during training</p> <p><b>Data Source(s):</b> Training meetings</p> <p><b>Timing/Frequency of Data Collection:</b> Every time there is a training</p> <p><b>Responsible Organization/Individual(s):</b> Field Officers, M&amp;E Assistant</p> <p><b>Location of Data Storage:</b> Electronic and hard copies will be stored by the Land O'Lakes Harare office. A centralized backup system will be created on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Comparative analyses; current quarter with previous quarter; baseline with current year.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted quarterly and annually</p>					
<b>Data Quality Issues</b>					
<p><b>Initial Data Quality Assessment:</b> After receipt of initial data</p> <p><b>Known Data Limitations and Significance (if any):</b> Missing filling of attendance registers</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Bound booklets of attendance registers; Ensure all names are properly documented in IMPACTS</p>					

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency				
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.			
<b>Performance Indicator IR2.3:</b> Number of grazing and management plans developed and utilized by communities	Performance Data (Target) <sup>2</sup>			
	Baseline	Target FY12	Target FY13	Target FY14
	TBD	TBD	TBD	TBD
<p><b>Precise definition:</b> ZRR will count and report site specific grazing and management plans developed to address resource concerns such as overgrazing and soil erosion. A well-designed plan can improve or maintain pasture and range health as well as forage production while optimizing plant and animal performance. Most importantly, plans should be practical, flexible, and simple to operate.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> Improved resilience of vulnerable communities can be enabled through the use of improved technology and management practices. This project will make significant efforts to aid project beneficiaries in the adoption of improved farm and rangeland management techniques to encourage sustainability. ACHM trained master trainers, CLWs and project staff will assist communities to develop annual grazing and rangeland management plans for their animals for both goats and cattle; these plans are designed to improve rangeland productivity and reverse environmental degradation over time. Specifically, training will include community based grazing and rangeland planning, herding animals for soil improvement and use of the moveable kraals for conservation agriculture. The development of grazing and management plans is a crucial performance indicator in the project because it will ensure that communities are committed to managing environmental risks that can potentially limit their productive capacity.</p>				
<b>Plan for Data Collection</b>				
<p><b>Data Collection Method:</b> Review of program records (for developed plans) and sample surveys (to assess utilization by communities). Data will be collected through a special sample survey in the target areas (Farmer Performance Survey). Respondents will be selected by simple random sampling at a significance level of 95% with a significance interval of 5 to achieve a reasonably high precision in estimates. Focus group discussions will also be carried out as a qualitative method to complement the survey.</p> <p><b>Data Source(s):</b> Target households , program records</p> <p><b>Timing/Frequency of Data Collection:</b> Data will be collected quarterly</p> <p><b>Responsible Organization/Individual(s):</b> Field Facilitators and M&amp;E Assistant.</p> <p><b>Location of Data Storage:</b> Electronic and hard copies will be stored by the M&amp;E Assistant. The M&amp;E Specialist will create a centralized backup system on IMPACTS</p>				
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>				
<p><b>Data Analysis:</b> Comparative analyses; current quarter with previous quarter; baseline with current year.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted quarterly and annually</p>				
<b>Data Quality Issues</b>				
<p><b>Initial Data Quality Assessment:</b> After submission of initial data</p> <p><b>Known Data Limitations and Significance (if any):</b> Difficult to administer the data collection tool (rangeland improvement matrix)</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Through training of enumerators prior to survey.</p>				

<sup>2</sup> Targets will be agreed upon with ACHM and inserted after completion of the baseline survey.

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
Performance Indicator IR2.4: Communities applying improved farm and sustainable rangeland management techniques	Performance Data (Target)				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	0	2	4	6
<p><b>Precise definition:</b> Number of communities using improved technology or management practices as a result of project-supported interventions. For the purposes of this project, improved farm and rangeland techniques will include environmentally friendly activities meant to utilize the rangeland without degradation.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> Improved resilience of vulnerable communities can be enabled through the use of improved technology and management practices. This project will make significant efforts to aid project beneficiaries in the adoption of improved farm and rangeland management techniques to encourage sustainability. ACHM trained master trainers, CLWs and project staff will assist communities to develop annual grazing and rangeland management plans for their goats and cattle, designed to improve rangeland productivity and reverse environmental degradation over time. Specifically, training will include community based grazing and rangeland planning, herding animals for soil improvement and use of the moveable kraals for conservation agriculture. The number of communities practicing sustainable rangeland management techniques is a crucial performance indicator in the project because it will ensure that communities are committed to managing environmental risks that can potentially limit their productive capacity.</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Data will be collected through a special sample survey in the target areas (Farmer Performance Survey). Respondents will be selected by simple random sampling at a significance level of 95% with a significance interval of 5 to achieve a reasonably high precision in estimates. Focus group discussions will also be carried out as a qualitative method to complement the survey.</p> <p><b>Data Source(s):</b> Target households, grazing management plans</p> <p><b>Timing/Frequency of Data Collection:</b> Data will be collected annually</p> <p><b>Responsible Organization/Individual(s):</b> Field Facilitators</p> <p><b>Location of Data Storage:</b> Electronic and hard copies will be stored by the M&amp;E Assistant. The M&amp;E Specialist will create a centralized backup system on IMPACTS</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Comparative analyses; current quarter with previous quarter; baseline with current year.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted quarterly and annually</p>					
<b>Data Quality Issues</b>					

**Initial Data Quality Assessment:** After submission of initial data

**Known Data Limitations and Significance (if any):** Difficult to administer the data collection tool (rangeland improvement matrix)

**Action Taken or Planned to Address Data Limitations:** Through training of enumerators prior to survey.

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR 2.5:</b> Number of Hectares (Ha) under improved land management	Performance Data <sup>3</sup>				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	TBD	TBD	TBD	TBD
<p><b>Precise definition:</b> This indicator measures the new and continuing area (in hectares) of land under Conservation Agriculture (CA) technologies during the reporting period year. Any technology that was first adopted in previous reporting year and continues to be applied will be counted and marked as “continuing” Total Number Hectares (Ha) under fodder and fodder seed production, using conservation agricultural management practices as a result of project interventions. A piece of land under cultivation is said to be under CA if at least a third of the cultivated land is under some CA technologies.</p> <p><b>Units of measure:</b> Hectares</p> <p><b>Disaggregated by:</b> New and Continuing</p> <p><b>Justification/Management utility:</b> This indicator tracks successful adoption of technologies and management practices in an effort to improve agricultural productivity, sustainability, and resilience to climate impacts. One proxy indicator to determine the size of land improved is by using the number of hectares under livestock supplementary feed production (fodder and forage). The number of hectares will also indicate the extent of adoption of project activities.</p> <p><b>Critical Assumption (s):</b> Beneficiaries are willing to provide land for improved management practices and adopt what they have learned</p>					
<b>Plan for data collection</b>					
<p><b>Data Collection Method:</b> Data will be collected initially through a baseline survey and post intervention surveys -sample survey in the target areas (Farmer Performance Survey). Respondents will be selected by simple random sampling at a significance level of 95% with a significance interval of 5 to achieve a reasonably high precision in estimates.</p> <p><b>Data Source(s):</b> Target households</p> <p><b>Timing/Frequency of Data Collection:</b> Data will be collected annually</p> <p><b>Responsible Organization/Individual(s):</b> M&amp;E Assistant and M&amp;E Specialist.</p> <p><b>Location of Data Storage:</b> Electronic raw data and analyses of survey results including hard copies of questionnaires will be stored by the M&amp;E Specialist in the Land O’Lakes, Harare office.</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by year; current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year; Life of Activity achievement compared to Life of activity target.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted quarterly and annually in respective reports</p>					
<b>Data Quality Issues</b>					
<p><b>Data Quality Assessment:</b> Data quality assessment will be conducted annually</p> <p><b>Known Data Limitations and Significance (if any):</b> Difficulties in obtaining correct measurement due to field shapes.</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Use of local measurement units and converted into metric units.</p>					

<sup>3</sup> Targets for this indicator will be set after completion of the baseline survey, when current fodder practices will have been thoroughly assessed.

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR2.6:</b> Percentage of community farmers applying improved farm and sustainable rangeland management techniques	Performance Data				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	0	20%	50%	50%
<p><b>Precise definition:</b> This indicator measures the proportion of trained farmers who have applied new farm and sustainable rangeland techniques in a reporting period.</p> <p><b>Units of measure:</b> Percent</p> <p><b>Disaggregated by:</b> Sex: Male/Female; Duration: New/Continuing</p> <p><b>Justification/Management utility:</b> After ACHM training, project staff and Master trainers will assist CLWs and communities in developing annual grazing and rangeland management plans for their animals (both goats and cattle) designed to improve rangeland productivity and reverse environmental degradation over time. Specifically, training will include community based grazing and rangeland planning, herding animals for soil improvement and use of the moveable kraals for conservation agriculture. The percentage of community farmers practicing sustainable rangeland management techniques is a crucial performance indicator in the project as it will enable households to improve their resiliency and livelihoods over time.</p> <p><b>Critical Assumption (s):</b> Beneficiaries apply and adopt what they have learned in training sessions.</p>					
<p><b>Data Collection Method:</b> Data will be collected through a baseline survey and post intervention surveys -sample survey in the target areas (Farmer Performance Survey). Respondents will be selected by simple random sampling at a significance level of 95% with a significance interval of 5 to achieve a reasonably high precision in estimates.</p> <p><b>Data Source(s):</b> Target households</p> <p><b>Timing/Frequency of Data Collection:</b> Data will be collected annually</p> <p><b>Responsible Organization/Individual(s):</b> M&amp;E Assistant and M&amp;E Specialist.</p> <p><b>Location of Data Storage:</b> Electronic raw data and analyses of survey results including hard copies of questionnaires will be stored by the M&amp;E Specialist in the Land O'Lakes, Harare office.</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by year; current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year; Life of Activity achievement compared to Life of Activity target.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in quarterly and annually reports</p>					
<b>Data Quality Issues</b>					
<p><b>Data Quality Assessment:</b> Data quality assessment will be conducted semi-annually</p> <p><b>Known Data Limitations and Significance (if any):</b> Discrepancies arising from sampling and design errors.</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> Ensuring the required sample is met and experienced enumerators are engaged.</p>					

**Intermediate Result 3: Increased capacity of and access to animal health and livestock extension services**

**IR3.1:** Number of CLWs trained (Output)

**IR3.2:** Percentage of CLWs utilizing their training and skills to train farmers (Outcome)

**IR3.3:** Number of women responsible for making household decisions in veterinary care and management of their goats (Outcome)

**IR3.4:** Number of households served by CLWs (Output)

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR3.1:</b> Number of Community Livestock Workers (CLWs) trained	Performance Data (Target)				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	0	0	50	0	50
<p><b>Precise definition:</b> Community Livestock Workers (CLWs) are community volunteers trained in training-of-trainers lead systems in rangeland management and/or preventative animal health practices, as a result of project-supported interventions. CLWs deliver extension services to farmers, as well as provide training. For the purposes of this project, technical agricultural sector productivity training is defined as the dissemination of organized information on the management and husbandry skills critical for profitable farming; this training is prepared in advance and specifically addresses current obstacles to production.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> Gender; Region</p> <p><b>Justification/Management Utility:</b> The CLWs will play a vital role in provision of extension services to both target and non-target farmers. Each CLW will be provided with a kit, including elastrator, elastrator rings, hoof clippers, drum, trochar and applicator.</p> <p><b>Critical Assumption (s):</b> Capable CLWs are identified by the community</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Attendance registers for CLW training course</p> <p><b>Data Source(s):</b> CLW trainers and mentors</p> <p><b>Timing/Frequency of Data Collection:</b> Quarterly and every time there is a training</p> <p><b>Responsible Organization/Individual(s):</b> Field Officers, Project Manager</p> <p><b>Location of Data Storage:</b> Electronic and hard copies will be stored by the Land O'Lakes Harare office. A centralized backup system will be created on the IMPACTS database.</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Cumulative list of CLWs trained</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in quarterly and annually reports</p>					
<b>Data Quality Issues</b>					
<p><b>Initial Data Quality Assessment:</b> After presentation of initial data</p> <p><b>Known Data Limitations and Significance (if any):</b> None</p> <p><b>Action Taken or Planned to Address Data Limitations:</b> None</p>					

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR3.2:</b> Percentage of Community Livestock Workers (CLWs) utilizing their training and skills to train farmers.		Performance Data (Target)			
		Baseline	Target FY12	Target FY13	Target FY14
		0	0	60%	60%
<p><b>Precise definition:</b> The percent of CLWs utilizing their skills for the benefit of other farmers; refers to the proportion of CLWs who are assisting communities in core livestock extension activities, including veterinary treatment, vaccinations and basic training in animal health and nutrition during the reporting period.</p> <p><b>Unit of Measure:</b> Percentage</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> CLWs will be important agents in the extension system for the project. They will assist target communities in developing annual grazing and rangeland management plans for their animals, including both goats and cattle designated to improve rangeland productivity and reverse environmental degradation. The CLWs will monitor the implementation of plans and assist the communities to manage their herds and rangeland to maximize productivity. Each CLW will be provided with a kit, including elastrator; elastrator rings; hoof clippers; weigh band, overalls, drum; trochar (bloat knife); livestock tags and a tag applicator. The CLWs will not only ensure that beneficiaries adopt appropriate animal management plans for goats and cattle, but their presence and availability within the communities will ensure the health of all animals – even those not promoted by the project. This will protect the animal asset-base and assure their resilience in the face of shocks.</p> <p><b>Critical Assumption (s):</b> Trained CLWs are accepted by program beneficiaries and community</p>					
<b>Plan for Data Collection</b>					
<p><b>Date Collection Method:</b> During farmer performance survey; during follow ups by project staff (household records); CLW records</p> <p><b>Data Source(s):</b> Targeted farmers, Farmers, CLWs</p> <p><b>Timing/Frequency of Data Collection:</b> Quarterly</p> <p><b>Responsible Organization/Individual(s):</b> Field Officers, M&amp;E Assistant</p> <p><b>Location of Data Storage:</b> Electronic and hard copies will be stored by the Land O'Lakes Harare office. A centralized backup system will be created on the IMPACTS database</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics</p> <p><b>Presentation of Data:</b> Tables and charts</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in quarterly and annual reports</p>					
<b>Data Quality Issues</b>					

**Initial Data Quality Assessment:** After submission of initial data

**Known Data Limitations and Significance (if any):** None

**Action Taken or Planned to Address Data Limitations:** None

Project Name: Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
Project goal	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR3.3:</b> Number of women responsible for making household decisions in veterinary care and management of their goats	Performance Data (Target) <sup>4</sup>				
	Baseline	Target FY12	Target FY13	Target FY14	LOP
	TBD	TBD	TBD	TBD	TBD
<p><b>Precise definition:</b> This indicator measures the number of women involved in the day to day management of the goats, as well as the decision making regarding the veterinary care of the goats.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> None</p> <p><b>Justification/Management Utility:</b> There is often a division of labour in agricultural production between men and women. Understanding these gender variances and understanding which family member is responsible for the management and veterinary care of goats is vital to this project. That way, appropriate technology, extension and training services and process can encourage greater women participation. The performance indicator 'Number of women responsible for making household decisions in veterinary care and management of their goats' is important in guiding the project's gender mainstreaming and ensuring that the benefits reach the most vulnerable groups in the target group.</p> <p><b>Critical Assumption(s):</b> Women beneficiaries enabled to make household decisions in goat rearing and management practices</p>					
<b>Plan for Data Collection</b>					
<p><b>Data Collection Method:</b> Initial data collection at baseline level will be carried out using a gender analysis framework. Post intervention gender analysis will be carried out using surveys and focus group discussions</p> <p><b>Data Source(s):</b> Goat producer groups; farmers</p> <p><b>Timing/Frequency of Data Collection:</b> Annually</p> <p><b>Responsible Organization/Individual(s):</b> Field Officers &amp; M&amp;E Assistant</p> <p><b>Location of Data Storage:</b> Hard copies of attendance registers will be stored at the Land O'Lakes office in Harare. Electronic records will be stored on the IMPACTS database.</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by quarter and year; current quarter compared to previous quarter, current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year; Life of Activity achievement compared to Life of activity target.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in quarterly and Annual reports</p>					
<b>Data Quality Issues</b>					

<sup>4</sup> Targets for this indicator will be established after the baseline survey is completed.

**Initial Data Quality Assessment:** After initial presentation of data.

**Known Data Limitations and Significance (if any):** None

**Action Taken or Planned to Address Data Limitations:** None.

<b>Project Name:</b> Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency					
<b>Project goal</b>	Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.				
<b>Performance Indicator IR3.4:</b> Number of households served by Community Livestock Workers		<b>Performance Data (Target)</b>			
		Baseline	Target FY 12	Target FY13	Target FY14
		0	0	1000	1000
<p><b>Precise definition:</b> The indicator measures the number of households reached and served by the CLWs, who utilize their skills for the benefit of other farmers. The services are core livestock extension activities, including veterinary treatment, vaccinations and basic livestock training in animal health and nutrition.</p> <p><b>Unit of Measure:</b> Number</p> <p><b>Disaggregated by:</b> Gender of household head (Male-headed, dual-headed, female-headed)</p> <p><b>Justification/Management Utility:</b> CLWs will be important agents in the extension system for the project. They will assist target communities to develop annual grazing and rangeland management plans for their animals, including both goats and cattle, designated to improve rangeland productivity and reverse environmental degradation. The CLWs will monitor the implementation of plans and assist the communities to manage their herds and rangeland to maximize productivity. CLWs will not only ensure that beneficiaries adopt appropriate animal management plans for goats and cattle, but their presence and availability within the communities will ensure the health of all animals – even those not promoted by the project. This will protect the animal asset-base and assure their resilience in the face of shocks.</p> <p><b>Critical Assumption (s):</b> Beneficiaries participate in training sessions</p>					
<b>Plan for Data Collection</b>					
<p><b>Date Collection Method:</b> During farmer performance survey; during follow ups by project staff (household records); CLW records.</p> <p><b>Data Source(s):</b> Targeted farmers, Farmers, CLWs</p> <p><b>Timing/Frequency of Data Collection:</b> Bi Annually</p> <p><b>Responsible Organization/Individual(s):</b> Field Officers, Project Manager, M&amp;E Assistant</p> <p><b>Location of Data Storage:</b> Electronic and hard copies will be stored by the Land O'Lakes Harare office. A centralized backup system will be created on the IMPACTS database.</p>					
<b>Plan for Data Analysis, Reporting and Review (Schedule, methodology, responsibility)</b>					
<p><b>Data Analysis:</b> Descriptive statistics and comparative analyses by quarter and year; current quarter compared to previous quarter, current year compared to baseline year; semi-annual achievement compared to semi-annual target; current year compared to target of current year; Life of Activity achievement compared to Life of Activity target.</p> <p><b>Presentation of Data:</b> Tables, charts, and narrative explanation</p> <p><b>Review of Data:</b> M&amp;E Specialist, Project Manager, Country Manager, Regional Office and HQ review the data</p> <p><b>Reporting of Data:</b> Submitted in quarterly and Annual reports</p>					
<b>Data Quality Issues</b>					

**Initial Data Quality Assessment:** After submission of initial data

**Known Data Limitations and Significance (if any):** None

**Action Taken or Planned to Address Data Limitations:** None

#### 4.0 Annual Performance Data Table (APDT)<sup>5</sup>

Project	Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency														
	Project Dates - 16 May 2012 - 15 May 2014														
						Baseline		FY 1 - May-Sep 2012		FY 2 - Oct-Sept 2013		FY 2 - Oct-May 2014		Total	
	Performance Indicator (*)	Unit of Measure	Disaggregation		Remark	Year	Value	Target	Actual	Target	Actual	Target	Actual	Target	Actual
OUTCOMES															
SO: Reduce risk through enhanced institutional and community capacities to respond to and mitigate the effects of disasters, strengthen the resiliency of vulnerable communities, and reduce exposure to hazards through the effective use of goats and rangeland management.															
A	Number of animals benefitting from or affected by livestock activities	Number	Total		Annual Value	2012	0	620		3720		1860		6200	
B	Number of people benefiting from livestock activities	# of individuals	Total, Gender		Annual Value	2012	0	1240		3720		1240		6200	

<sup>5</sup> The APDT table will be disaggregated after completion of the baseline study.

C	Number of veterinary interventions, treatments or vaccinations administered	Number	Total	Cumulative	2012	0	0		1200		800		2000	
D	Number of animals treated or vaccinated	Number	Total	Cumulative	2012	0	0		900		600		1500	
E	Number of individuals participating in disaster risk reduction activities	# of individuals	Total, Age and gender, type of training, CLW, training of trainers, Farmer training	Cumulative	2012	0	1240		3720		1240		6200	
F	Percentage of beneficiary households with improved productive asset base	Percentage	Total, Gender	Cumulative	2012	0%	0%		20%		60%		60%	
G	Percentage of beneficiary female headed households with improved productive asset base	Percentage	Total	Cumulative	2012	0	0		20%		60%		60%	

IR 1	Increased goat production asset building and improve access to markets by vulnerable households and communities													
1.1	Number of households trained or receiving technical assistance in goat production and marketing	Number of households	Total, Gender	Annual Value	2012	0	400		1200		400		2000	
1.2	Average value of Assets (tools, livestock, domestic) In targeted Participating Households	US\$	Total	Average	2012	TBD	TBD		TBD		TBD		TBD	
1.3	Number of households receiving goats from the program and participating in producer groups	Number	Total, Gender	Annual Value	2012	0	0		600				600	
1.4	Number of goat producer groups formed or strengthened	Number	Total	Annual Value	2012	0	5		5		0		10	
1.5	Proportion of producer group membership comprised of females	Percentage	Total, Gender	Cumulative	2012	0	20%		30%		30%		30%	

1.6	Number of producer groups linked to markets	Number	Total	Annual Value	2012	0	0		4		6		10	
<b>IR 2</b>	<b>Increased communities' capacity for and practice of sustainable rangeland management</b>													
2.1	Number of CLW's trained in farm and sustainable rangeland management techniques	Number of individuals	Total, Gender	Annual Value	2012	0	0		50		0		50	
2.2	Number of people trained in improved farm and rangeland management techniques	Number of individuals	Total, gender, type of training, CLW, training of trainers, Farmer training	Annual Value	2012	0	1240		3720		1240		6200	
2.3	Number of grazing management plans developed and utilized by communities	Number	Total	Annual Value	2012	0	TBD		TBD		TBD		TBD	
2.4	Communities applying improved farm and sustainable rangeland management techniques	Number	Total	Annual Value	2012	0	0		2		4		6	

2.5	Number of hectares (Ha) under improved land management	Number	Total	Cumulative	2012	0	TBD		TBD		TBD		TBD	
2.6	Percentage of community farmers applying improved farm and sustainable rangeland management techniques	Percentage	Total, Gender	Cumulative	2012	0	0%		20%		50%		50%	
<b>IR 3</b>	<b>Increased capacity of and access to animal health and livestock extension services</b>													
3.1	Number of CLWs trained	Number of individuals	Total, Gender	Annual Value	2012	0	0		50		0		50	
3.2	Percentage of CLWs utilizing their training and skills to train farmers	Number of individuals	Total, Gender	Cumulative	2012	0	0%		60%		60%		60%	
3.3	Number of women responsible for making household decisions in veterinary care and management of their goats	Number of individuals	Total	Cumulative	2012	0	TBD		TBD		TBD		TBD	

3.4	Number of households served by CLWs	Number of households	Total, Gender	Annual Value	2012	0	0		1000		1000		2000	
-----	-------------------------------------	----------------------	---------------	--------------	------	---	---	--	------	--	------	--	------	--

## 5.0 Performance Management Task Schedule

Project :Land O Lakes Zimbabwe Livestock for Accelerated Recovery and Improved Resiliency									
Year	FY 2012		FY 2013				FY2 014		
Quarter	3	4	1	2	3	4	1	2	3
<b>Task</b>									
<b>Performance Management Tasks</b>									
Developing the PMP									
Review Performance Indicators									
Review and provide PMP									
Review Performance Data Table (Baseline and Targets)									
<b>Baseline</b>									
Carry out assessment to validate baseline									
<b>Implement M&amp;E System</b>									
<b>Develop M&amp;E Instruments</b>									
Field reports and Monthly reporting formats									
Data collection tools for field officers									
Data collection tools for Community livestock workers									
<b>Collect performance data</b>									
Collect performance data for goat production and market access of livestock asset base in vulnerable households and communities									
Collect performance data for sustainable rangeland management									
Collect performance data for Veterinary health management									
Collect farmer performance data									
<b>Review and report performance information</b>									
Review Performance Information (outputs)									
Review Performance Information (Outcomes)									
Prepare Quarterly reports									
Prepare Annual reports									
Writing Success stories									
Report on the Land O Lakes Division wide performance indicators (DWPIs)									
<b>Data Quality assessments</b>									
Perform Data Quality Assessments									
Review Data quality procedures - Ongoing									
<b>Conduct evaluations and Special studies</b>									
Mid Term evaluation									
End of project evaluation									
Special Study- TBD									
<b>Database</b>									
Updating the database									

## Baseline Timeline and Protocol

June _ August 2012													
Annex 1: Baseline Detailed Timeline	Person Responsible	June				July						August	
		wk1	wk2	wk3	wk4	wk1	wk2	wk3	wk4	wk5	wk1	wk2	
<b>Planning</b>													
Review and Finalise Baseline Timeline	Baseline Team												
Develop and review protocol proposal w with baseline Team	M&E team												
Inform stakeholders about baseline	Country Manager & M&E Team												
<b>Quantitative Preparation</b>													
Develop questionnaires (instruments) w ith baseline Team	Baseline Team												
Develop Enumerator Training Manual with Consultant & M&E Team	M&E Team												
Conference Call - discuss questionnaire and manual	Conference Call on Strategy, Sample												
Prepare logistics and field timeline	M&E Team												
Draft #1 of Survey Instrument sent to baseline Team	M&E Team												
Mini survey	M&E Team												
All comments on 1st DRAFT version due COB	M&E Team												
M&E Specialist sends for review Draft #2 of Survey Instrument	M&E Team												
Conference Call on Draft #2 Survey Instrument	M&E Team												
Finalise Survey Sample Size w with M&E Team	M&E Team												
Finalize baseline Budget	M&E Team												
Select local field team/enumerators; prepare for Training	M&E Team												
Finalize all remaining logistics	M&E Team												
Survey Instrument Finalized, including training manual	M&E Team												
Train enumerators	M&E Team												
Pilot test and finalize questionnaire/instruments baseline Team	M&E Team												
Prepare applications to process collected data w ith M&E Team	M&E Team												
<b>Quantitative Data Collection</b>													
Train Data Entry Clerks	M&E Team												
Collect data	Field Team/Enumerators												
Enter data	M&E team/Data Entry clerks												
Validate and clean data	M&E Team												
<b>Qualitative Preparation</b>													
Initial list of Survey Questions Developed	M&E Team												
Discuss qualitative data needs and approaches w ith baseline team	Baseline Team												
Develop qualitative study tools w ith baseline team	Baseline Team												
Draft Table of Contents of Final Report completed for review	M&E Team												
<b>Qualitative Data Collection</b>													
Interview /FGD Stakeholders in the field	Baseline Team												
Validate and clean data	M&E Team												

<b>Quantitative and Qualitative Data Analysis</b>														
Synthesis, Analysis, and Interpretation (includes Quantitative Data)	Baseline Team													
<b>Presentation of Preliminary Findings</b>														
Prepare Powerpoint Presentation	M&E Team													
Present Powerpoint Presentation as Debriefing	M&E Team													
<b>Final Baseline Report</b>														
Prepare Draft Report	M&E Team													
Draft Report Sent to Program	M&E Team													
Review and commenting of Draft Report	Baseline Team & Field Staff													
Meeting/Conference Call to consolidate comments	Baseline Team & Field Staff													
Revision and Finalisation of Final Report	M&E Team, Project manager, Country Manager													
Final Report Sent to Program	Country Manager													

## 6.0 Methodology

Detail	Explanation
Personnel	M&E Team, Project Team
Approach	Quantitative and qualitative and secondary data review, Gender Analysis, review of Secondary Data
Population size	2000 households
Sample size	Selected at significance level = 95%, confidence interval = 5;
Sampling methods	Multi-stage and simple random sampling for quantitative; purpose sampling for FGD and key informants
Data collection methods	Questionnaire interviews; Focus Group Discussions; Key informant Interviews
Type of analyses	<p>Descriptive statistics for quantitative and context analyses for qualitative; summary of Key Performance Indicators in target areas</p> <p>Baseline will focus on :</p> <ul style="list-style-type: none"> <li>To provide baseline conditions for indicators in the PMP to provide a basis for refining targets on each of the indicators and measurement of the program's performance;</li> <li>To provide a more precise definition and understanding of the social-economic status and vulnerability of program beneficiaries. This should relate to the program's targeting mechanisms and provide room for refinement; and</li> <li>To provide a foundation for the design of a reporting system between project staff and USAID/OFDA.</li> </ul> <p>Objectives of the gender assessment (to be conducted as part of the baseline survey) will be as follows:</p> <ul style="list-style-type: none"> <li>Identify specific gender-based constraints that prevent women from engaging in activities that protect and enhance productive assets to build household resilience and livelihoods.</li> <li>Identify specific gender-based constraints that may limit women's ability to participate in or benefit from training activities or community-based asset building or natural resource management.</li> <li>Recommend ways to ensure effective integration of gender considerations into project activities by addressing specific applicable, address gender issues, particularly at the project level.</li> <li>Establish standards and procedures for collection and management of sex-disaggregated data so that they are collected where useful and feasible to use as a management tool for improving the impact of our activities.</li> </ul> <p>The gender assessment will assist the project to answer the following questions that are critical to integrating gender into our activities:</p> <ul style="list-style-type: none"> <li>Who in the household decides whether goats require any veterinary care? Who pays for that care/service? (Percentage of women/men)</li> <li>Whose labor is devoted to managing goats? This will be documented. In addition, who is financing the upkeep of the goats (women or men)?</li> <li>How much time do women spend on agricultural activities? What other activities do women need to conduct during the day? Do they have time to attend trainings, or do they have too much to do?</li> <li>Who in the household is responsible for purchasing the supplementary feed for goats? What is the source of income to purchase this feed?</li> <li>In providing training and capacity building to goat producer groups/associations, how many females and males participate? What role does each play in the management of the producer group or associations?</li> <li>To what extent are women's voices heard in the decision making process in the producer and marketing groups?</li> </ul>

	<ul style="list-style-type: none"> <li>• Are there any barriers that prevent women's participation in development activities and trainings? If so, what are they? How should the project structure training activities so that women will not experience difficulties in participation?</li> <li>• Who manages income from productive activities in the household? To what extent are women able to decide what is done with household income?</li> <li>• If an activity becomes profitable, which members of the household benefit the most, and which benefit the least? Why?</li> </ul>
Deliverables	Hard and soft copies of reports; summary of key performance indicators

## 7.0 Evaluation<sup>6</sup> Timeline and Protocol

### 1. Timeline

Activity	May 2014 (Week)			
	1	2	3	4
ToR development				
Advertising & selection of consultant				
Instrument development, training enumerators & pretest				
Data collection				
Data entry & analyses				
Final report				

### 2. Methodology

Detail	Explanation
Objective	For accountability and learning
Personnel	External Consultant
Approach	Quantitative and qualitative secondary data review; gender analysis
Population size	2000 households
Sample size	Selected at significance level = 95%, confidence interval = 5; 13% sample size inflator
Sampling methods	Multi-stage and simple random sampling for quantitative; purpose sampling for FGD and key informants
Data collection methods	Questionnaire interviews; Focus Group Discussions and key informant interviews; secondary data review
Type of analyses	<p>Evaluation will focus on assessing:</p> <ul style="list-style-type: none"> <li>a. Relevance/Appropriateness. <ul style="list-style-type: none"> <li>• Were the activities undertaken by ZRR appropriate to the needs of the selected population? How?</li> <li>• To what extent were the objectives of the project relevant to the situation and humanitarian needs?</li> </ul> </li> <li>b. Effectiveness <ul style="list-style-type: none"> <li>• How well did the community understand the ZRR objectives?</li> <li>• To what extent were the objectives of the operation achieved?</li> <li>• To what extent did the intervention reach target population?</li> <li>• To what extent was the project implemented as planned?</li> </ul> </li> <li>c. Impact <ul style="list-style-type: none"> <li>• What difference has the various activities made to the lives, livelihoods and asset base of the intended beneficiaries?</li> <li>• What coping mechanisms would the beneficiaries have employed if ZRR was not been implemented?</li> <li>• What direct or indirect evidence is available that the project contributed to the improvement of well-being? It is suggested that this is measured against the level of satisfaction of beneficiaries and their perception of the effectiveness.</li> <li>• What has been the most significant change in their lives (households) as a result of ZRR ( from the perspective of the beneficiaries)</li> <li>• What has been the most significant change in their community as a result of ZRR ( from the perspective of the beneficiaries)</li> </ul> </li> <li>d. Efficiency</li> </ul>

<sup>6</sup> All evaluations may be undertaken directly by USAID mission in future

	<ul style="list-style-type: none"> <li>• Were the activities cost efficient? How?</li> <li>• Was ZRR implemented in the most efficient way? How?</li> <li>• Have expenditures been recorded? Where?</li> </ul> <p>e. Coverage</p> <ul style="list-style-type: none"> <li>• Did the interventions reach the intended groups?</li> <li>• To what extent were beneficiaries correctly identified and targeted?</li> <li>• To what extent did the program respond to unplanned outcomes/community concerns?</li> </ul> <p>f. Coordination</p> <ul style="list-style-type: none"> <li>• How did ZRR coordinate its activities with other agencies and the local authorities? Was ZRR regarded as a constructive and reliable partner by other stakeholder?</li> <li>• What steps were taken to avoid duplication of assistance?</li> <li>• To what extent did ZRR contribute to the overall government poverty reduction strategy?</li> </ul> <p>g. Sustainability.</p> <ul style="list-style-type: none"> <li>• Do communities report that activities will continue after the project ends? If so, what activities? At what level? (community, group, and/or district)</li> <li>• Ownership (agreed commonality) for objectives and achievements, e.g. how far all stakeholders were consulted on the objectives from the outset?</li> <li>• Has the project succeeded in building the technical and management capacity of partners and communities? Assess the sustainability of progress and provide recommendations for the future programming.</li> </ul> <p>Descriptive statistics for quantitative and context analyses for qualitative; comparative analyses between target group and baseline; summary of Key Performance Indicators in target areas.</p>
Deliverables	Hard and soft copies of reports; summary of key performance indicators